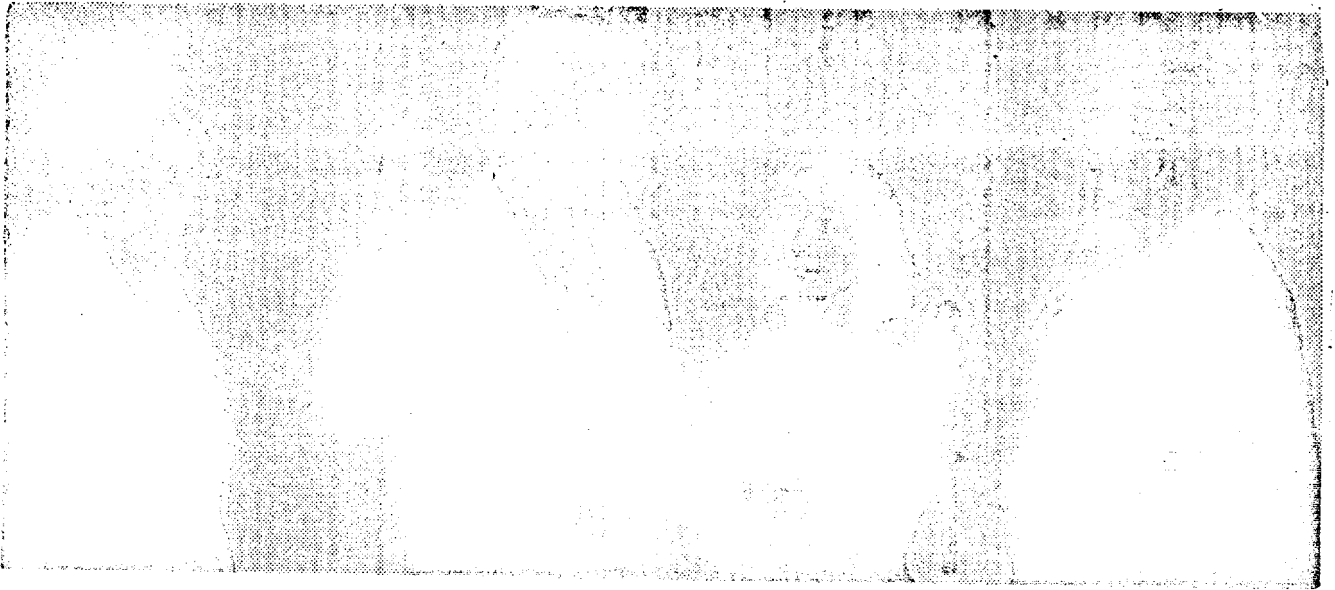


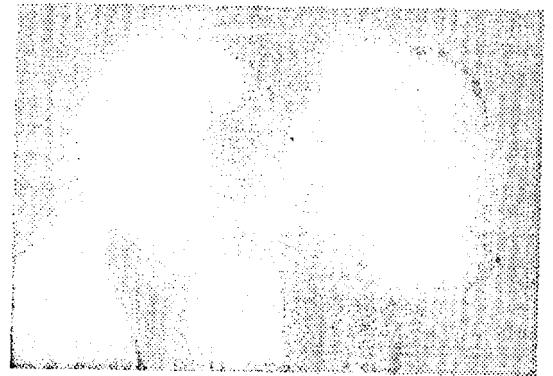
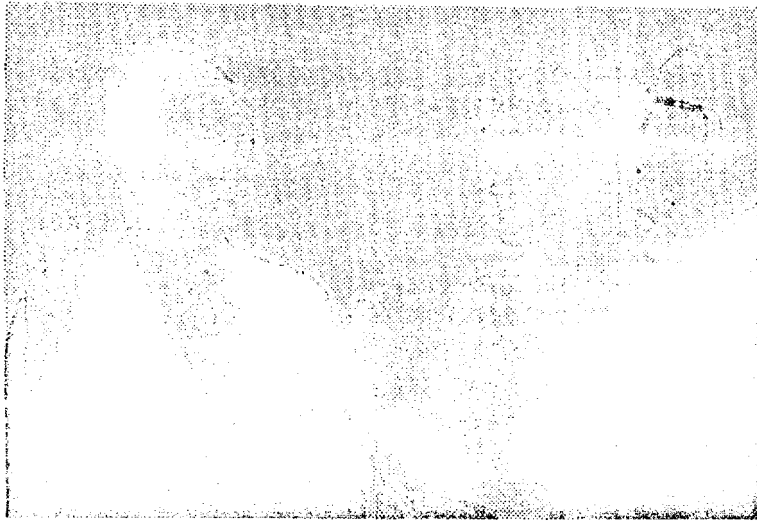
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NEW YORK TIMES
8 FEB 1973



Associated Press and United Press

President Nixon attended the ceremony yesterday as Chief Justice Warren E. Burger administered oaths of office. Above, Mrs. James R. Schlesinger holds Bible as her husband is sworn as Director of Central Intelligence. Right, Mrs. Frederick B. Dent kisses husband, Secretary of Commerce. Below, Mrs. Elliot L. Richardson assists in ceremony for new Defense Secretary. Bottom right, Claude S. Brinegar, Transportation Secretary, embraces his wife. Altogether 20 officials were inducted.



Bill Anderson

CIA chief: Harvard man of action

WASHINGTON—For the first time in its checkered 27-year existence, the Central Intelligence Agency is getting a director who qualifies not only as an intellectual from Harvard but as a hard-hat management expert.

He is Dr. James R. Schlesinger Jr., who has been confirmed for the post with a great deal of bipartisan support in the Senate. Schlesinger is a pipe-smoking ex-professor and ex-chairman of the Atomic Energy Commission and the father of eight. Before Schlesinger left the commission, one top division chief said of him, "He seems to be that amazing combination — an intellectual man of action."

One Democratic senator not noted for lavish praise said the new CIA chief "has to be one of the administration's best appointments."

The move fits a new kind of thinking in Washington that world power is undergoing drastic shifts because of a dismal Russian economy. The economic situation is so bad it is straining the Soviet Union's relations with its satellites. Part of the Russian problem is poor management which affects the distribution of energy.

Schlesinger rates as the administration's foremost expert in the field of energy. He knows about oil in Iran,

where former CIA Director Richard Helms is being sent as an ambassador, along with the worldwide flow and transmission of energy.

Schlesinger's educational specialty was economics, and he earned a doctorate. He became an associate professor of economics at the University of Virginia. His association with the government began when he became director of strategic studies for the Rand Corporation, a private organization which has done "think tank" work for the Pentagon.

The Nixon administration recruited him in 1969 as an assistant director of the old Bureau of the Budget so he could set up the framework for a national energy program. He was acting director of the budget office as it made the shift to a bigger role in government as the Office of Management and Budget for the President.

When Schlesinger became AEC chairman in August, 1961, he started shaking up the long-entrenched bureaucrats with 16-hour working days and informal, open-door policies. On one occasion, Peter Lisagor of the Chicago Daily News complained about heavy security and sign-in restrictions at the AEC headquarters—and Schlesinger promptly dropped the requirements as outdated.

He also shocked some officials by insisting the AEC stop pushing so hard for nuclear electrical plants on the grounds it was forcing the country to put its energy eggs in one basket. Although some people compare him with the "whiz kids" of the Kennedy days, Schlesinger made his mark with Congress by leaning toward a common sense approach to decision making.

In a paper prepared for the Senate Subcommittee on National Security and International Operations, Schlesinger wrote during the era of Robert S. McNamara at the Pentagon:

"What one sees depends upon where one sits—an earthy way of describing what is more elegantly referred to as cognitive limits. . . ."

Some other thoughts of Chairman Schlesinger: "The political process being what it is, it is hardly advisable to admit error in public; that would be too costly. Human emotions being what they are, it is also unlikely that error will be admitted in private. . . . Questioning and self-doubt lead to Hamlet-like decision-makers. . . . Why throw the baby out with the bathwater? . . . The more political a study, the less likely is it to be pure."

Put that in your pipe and smoke it while wondering how well the CIA will service the government under Schlesinger's leadership.

WALTER SCOTT'S Personality Parade



JAMES SCHLESINGER



DANIEL ELLSBERG

Q. James Schlesinger, the new head of the Central Intelligence Agency—isn't he a close friend of Daniel Ellsberg of Pentagon Papers fame?—E. L., Santa Monica, Calif.

A. Dr. Ellsberg and Dr. Schlesinger are both out of Harvard. They were colleagues at the Rand Corporation, the think factory for the Air Force, in Santa Monica, Calif. As a matter of fact it was Ellsberg who recommended Schlesinger for a job at Rand when Schlesinger was teaching economics at the University of Virginia. Schlesinger's wife, the former Rachel Mellinger, was a "Miss Radcliffe" at Radcliffe College when Ellsberg's first wife, Carol, was there. The Schlesingers and the Ellsbergs have been friendly but not close friends. When Schlesinger was at Rand, he was regarded as one of its most brilliant and conservative members. So, too, was Ellsberg until he went to Vietnam and learned firsthand of the people's suffering.

WHO'S WHO IN AMERICA

1972-73, Vol 2, p. 2798

SCHLESINGER, JAMES RODNEY, govt. ofcl.; b. N.Y.C., Feb. 15, 1929; s. Julius and Rhea (Rogen) S.; A.B. summa cum laude, Harvard, 1950, A.M., 1952, Ph.D., 1956; m. Rachel Mellinger, June 19, 1954; children—Cora K., Charles L., Ann R., William F., Emily, Thomas S.; Clara, James Rodney. Asst. prof., then asso. prof. U. Va., 1955-63; sr. staff mem. RAND Corp., 1963-67 dir. strategic studies, 1967-69; asst. dir. Bur. of Budget, 1969—, acting dep. dir., 1969-70; asst. dir. Office Mgmt. and Budget, 1970-71; chmn. AEC, 1971—; cons. in field. Mem. bd. assos. Fgn. Policy Research Inst., U. Pa., 1962-63. Frederick Sheldon prize fellow Harvard, 1950-51. Mem. Am. Econ. Assn., Phi Beta Kappa. Republican. Lutheran. Author: The Political Economy of National Security, 1960. Co-author: Issues in Defense Economics, 1967. Asso. editor Jour. Finance, 1964-65. Home: 3601 N 26th St Arlington VA 22207 Office: AEC 1717 H St NW Washington DC 20504

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